

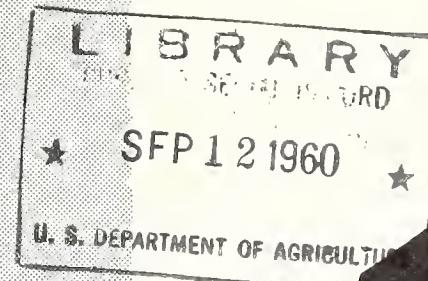
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La Coopérative Fédérée de Québec :

Integrated and Multipurpose Operations

by L. B. Mann

Farmer Cooperative Service
U. S. Department of Agriculture

FARMER COOPERATIVE SERVICE
U. S. DEPARTMENT OF AGRICULTURE
WASHINGTON 25, D.C.

Joseph G. Knapp, Administrator

The Farmer Cooperative Service conducts research studies and service activities of assistance to farmers in connection with cooperatives engaged in marketing farm products, purchasing farm supplies, and supplying business services. The work of the Service relates to problems of management, organization, policies, merchandising, product quality, costs, efficiency, financing and membership.

The Service publishes the results of such studies, confers and advises with officials of farmer cooperatives, and works with educational agencies, cooperatives, and others in the dissemination of information relating to cooperative principles and practices.

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Summary and Conclusions

The Coopérative Fédérée de Québec, Montreal, Canada, is a centralized co-operative that provides marketing and farm supply service to 375 affiliated locals. Its operations are integrated, well rounded, and multipurpose. These locals have a membership of 50,000 farmers in the Province of Quebec.

An appraisal of the association's operations indicates that it is doing an effective job of helping farmers integrate their operations through cooperative effort. The Federee recognizes the need for certain forms of integration which allow the farmer to retain ownership of his farm while at the same time achieving the greatest possible degree of efficiency.

The association's aggressive program of director, employee, and membership education is helping it adjust operations to the far-reaching implications of integration. It has taken steps to strengthen its financial position, to develop financial responsibility on the part of members, to assume necessary risks, and to improve management and operating performance.

Together with the local cooperatives, the Federee markets the following percentages of farm products produced in the Province: livestock, 30 percent; poultry and eggs, 20 percent; dairy products, 30 to 35 percent. It provides the following percentages of farm supplies used in the Province: grains and feed, 30 percent; farm machinery, 20 percent; fertilizer and pesticides, 30 to 35 percent.

The principal integrated activities of the association include:

1. A livestock commission sales service on the Montreal public stock yards market.
2. Three meat packing plants to provide a complete meat processing and sales service for livestock producers.
3. A modern poultry and egg processing plant to provide a complete processing, grading, and selling service for poultry and egg producers in the area.
4. A hatchery to produce the kinds of chicks essential to provide uniform and high quality broilers and eggs.
5. A central sales service to handle butter, cheese, and other dairy products manufactured by local affiliated cooperatives.
6. A brokerage and sales service to handle a limited volume of apples, strawberries, potatoes, tomatoes, peas, beans, and seeds for local cooperatives.
7. Four feed mills and warehouses to provide grinding, mixing, and seed cleaning service, as well as a distributing service for mixed feeds.
8. A grain elevator in Montreal and a brokerage service to purchase and sell western grain to 125 local or regional feed grinding mills located throughout the Province.
9. A farm machinery and miscellaneous equipment supply service.

10. A central sales service to distribute petroleum products through local cooperatives.

11. A technical advisory and supervision service to promote quality and efficiency in production and marketing of farm products.

12. Credit to assist farmers in developing their livestock, poultry, and other enterprises.

13. A service of management consultants to advise the local boards of directors and managers, to prepare for them market area studies, and to evaluate expansion programs.

Further opportunities for integration may exist in (1) manufacturing fertilizer, (2) expanding distribution of petroleum products, (3) increasing production of commercial sausage products, and (4) producing ready-to-serve prepared foods in frozen and canned form.

While effective cooperative action in marketing of fluid milk is limited under the present regulation of prices by the Government, there may be some opportunities for expanded service in processing and distributing milk in large consuming centers.

Because of its size, financial strength, capable and forward-looking management, and contractual arrangements with affiliated locals and farmer members, this cooperative has not hesitated to embark upon new activities and enterprises in the marketing process. The "one stop" service available to producer-members at their local cooperative not only builds membership support but also strengthens the local association.

While it is recognized that this type of multipurpose cooperative may not be adapted to some specialized crop production areas, farmers in many parts of the United States might benefit from the development of similar type cooperatives.

La Coopérative Fédérée de Québec-- Integrated and Multipurpose Operations

By L. B. Mann
Purchasing Division

Dynamic changes in producing, processing, marketing, and distributing farm products present difficult problems as well as challenging opportunities for farmers and their cooperatives in the years ahead. Farmer Cooperative Service has been making a series of case studies of certain cooperatives that have shown success in adjusting to these changes through vertical and horizontal integration.

This publication is another study in this series. While the previous case studies have been restricted to cooperatives in the United States, this study examines a Canadian cooperative, La Coopérative Fédérée de Québec with headquarters in Montreal.

The Federee has been adding new services and integrating its operations with great success. Showing how this cooperative is meeting its problems and challenges may provide some ideas useful to other cooperatives.

Note: The author expresses appreciation to Roger Perreault, Pierre Paul Dionne, and other officials of the Federee and affiliated local cooperatives who provided information on their operations for this study.

Integration in the farming industry is of growing importance to farmer cooperatives in the United States. Decentralized buying and processing of livestock by packers has resulted in lessened competition at public terminal markets. Increased integration has resulted in contracts between poultry and livestock producers and large scale feed dealers and processors. Chain stores have had a growing influence on pricing and buying practices on a guaranteed quality and quantity basis. All these developments have emphasized the need for farmers and their cooperatives to improve their bargaining positions.

To meet these problems, farmers and their cooperatives are giving increased attention to economic integration as a means of increasing bargaining power and of obtaining additional benefits and savings from marketing their farm products and purchasing farm supplies. Integration can be either vertical or horizontal, and frequently the two are closely interrelated.

Vertical integration means taking additional steps in the producing, marketing, and purchasing process. Horizontal integration means the adding or combining of operations of the same type.

The time has passed when each co-operative commodity group can go its separate way regardless of what happens to other cooperative activities in its trade territory. There is a growing need for more multipurpose cooperatives that can provide farmer-members with a variety of services and functions and thereby strengthen their economic position. Such a program, however, calls for greatly increased finances as well as topnotch skilled management.

The greatest development in vertical integration has been among farm supply cooperatives. However, some marketing cooperatives have also been successful in integrating their operations. Among these are cooperatives handling citrus fruits, nuts, raisins, and a few poultry and egg associations. Some cooperatives in the dairy manufacturing field are also highly integrated. The major share of fluid milk marketed by cooperatives, however, is sold through bargaining, which includes only a few steps in the marketing process. Livestock, wool, grain, and most fruit and vegetable cooperatives have progressed little further than selling these raw products at the local or terminal markets.

Some of the outstanding examples of successful multipurpose integrated mar-

keting and farm supply purchasing co-operatives are the Central Carolina Farmers Exchange, Durham, N.C., Missouri Farmers Association, Columbia, and Georgia Cotton Producers Association, Atlanta, Ga. Recently increased interest has been indicated by other marketing and purchasing cooperatives in vertical integration.

The cooperative discussed in this study has established over a period of some 30 years an excellent record of performance. It provides not only a number of farm supply purchasing services, but also furnishes marketing and processing services for dairy, livestock, poultry, and fruits and vegetables. In addition, it also provides insurance, cooperative trucking, and weed spraying services.

This report includes a description of how this cooperative has integrated its operations -- first, horizontally through federating similar types of local cooperatives into a central organization, and, second, vertically by extending its marketing and farm supply purchasing activities into such functions as assembling, transporting, processing, risk bearing, financing, manufacturing, and wholesaling.

Agriculture in Quebec Province

To better understand the operations of this cooperative, one should know a little of the agricultural environment in which the cooperative operates. Quebec Province covers a large area -- nearly 1,200 miles from north to south and nearly 1,000 miles from east to west. Of the 335 million acres in the Province, only about 16 million are classed as agricultural land and fewer than 9 million acres as improved land.

Quebec agriculture is based largely on grass farming because of climatic condi-

tions which limit farmers' choices. Over 70 percent of the improved land is devoted to hay and pasture and 85 percent of the crop land is in oats and hay. Most of the desirable farming area is confined to the St. Lawrence Lowlands extending on both sides of the St. Lawrence River from Hull (Ottawa) on the west to Quebec City on the east. This region contains over one-third of the total farms in the Province and produces over 55 percent of the total cash farm income. The other two important areas include the Bois Francs region about 90 miles north of Ottawa and

the St. Johns Lake region about 150 miles north of Quebec City.

Nearly 95 percent of Quebec farmers own the farms they operate. About 70 percent of the 118,000 farms in the Province are classed as commercial farms, with an estimated cash income of \$1,200 or more as reported in the 1956 Canadian agricultural census.

Approximately 85 percent of cash farm income is derived from the sale of livestock and livestock products, nearly half of this from dairy products. Poultry farming has shown the greatest expansion in recent years and now contributes about 10 to 15 percent of cash income, which is almost equal to the income from hogs.

Cattle production, making up most of the balance, consists largely of dairy breeds that are marketed as veal calves, bulls, and aged dairy cows. Very little grain fattening of cattle is carried on. The balance of products consists of fruits, vegetables, maple sugar, and miscellaneous products.

Because of its relatively large urban population in its two principal metropolitan areas of Montreal and Quebec City, the Province is for the most part a deficit area, except for occasional seasonal surpluses of some dairy products

and a few other products of lesser importance.

During the 10-year period from 1949 to 1958, agriculture in Quebec has undergone far-reaching changes. The number of farms decreased from 138,000 to 118,000. This decrease has been most pronounced in the less fertile regions outside the St. Lawrence Lowlands and near the larger cities.

While the total number of farms decreased substantially, the number and size of commercial farms, or self-sustaining units, increased. Average-size commercial farm is about 160 acres. Farms have been rapidly mechanized in recent years with 60,000 tractors in use in 1958.

In the past few years, there has been a definite trend toward specialization in agriculture. For many years hog farming was carried on as an auxiliary or complementary activity with dairying. Currently, however, some farms specialize in the production of stock pigs while others fatten them for market. A somewhat similar change has occurred in poultry production. In place of raising a farm flock as a sideline to other farming operations, this business is becoming specialized both as to the production of broilers as well as eggs.

Cooperative Development in Quebec Province

Since the first cooperative was organized in 1903, there has been an active and strong cooperative development in Quebec Province. In March 1959, 507 local and provincial agricultural cooperatives were operating in addition to the Central Fédérée de Québec. More than 70,000 farmer-members were scattered throughout the Province, and the volume of business, not including that of the Federee, totalled over \$170 million in 1958. The total volume of business reported by the Federee for

1958 was \$95 million. It grew to \$115 million in 1959. About two-thirds of this business was from the sale of farm products and one-third from the sale of farm supplies.

In spite of a decrease of over 20 percent in number of cooperatives since 1949, the overall increase in physical volume has increased 55 percent, with farm supply sales up 35 percent and farm product sales up 65 percent.

The Federee plus all other cooperatives in the Province handled an estimated 25 to 30 percent of total sales of agricultural products in the Province in 1958. Cooperative plants processed between 25 and 30 percent of the livestock and 20 to 25 percent of the poultry.

In dairy products, cooperatives transacted from 30 to 35 percent of the total business. Also, they marketed about 25 percent of fresh apples, strawberries, and potatoes and about 10 percent of the canned beans, peas, tomatoes, and tomato juice.

History and Development of Coopérative Fédérée de Québec

The Federee is a central federation of local agricultural cooperatives in Quebec Province. Unlike most single commodity cooperatives established in the United States, this association was formed in 1922 through the merger of three central agricultural operating cooperatives. These cooperatives were: a farm supply purchasing and livestock marketing organization known as the Comptoir Coopératif de Montréal; a seed and grain marketing cooperative, La Société Coopérative des Producteurs de Grains de Semence; and a butter, cheese, egg, livestock, and poultry marketing and processing cooperative known as La Coopérative Centrale des Agriculteurs de Québec.

The merger creating the Federee was effected by a special act of Parliament known as "An Act to Incorporate the Coopérative Fédérée de Québec". This Act gave the Department of Agriculture the right to control the assets of the cooperative, to approve the appointment of a general manager, and to veto the decisions of the Board of Directors.

The Federee made little progress until this Act was revised in 1930 and complete control was turned over to the local cooperatives and their members through the purchase of stock in the Central Federation and voting by proxy was abolished.

Since 1930 the progress has been steady and the financial position has been greatly strengthened. New departments have been added and services to local cooperatives have been expanded. During

the period from 1947 to 1959, the Federee underwent a very rapid expansion -- its total sales volume more than doubled from less than \$42 million in 1947 to \$115 million in 1959. About two-thirds of this volume came from marketing farm products and one-third from sale of farm supplies (table 1).

By the end of 1959 the Federee consisted of 375 local cooperatives, serving 50,000 farmers scattered throughout the Province. This represented 75 percent of all agricultural cooperatives and over 40 percent of all the farmers in the Province.

Organizational Set-Up

Because of its bearing upon the successful operation of this association, a brief description of its organizational set-up is given.

It was organized under a special act of the Legislative Parliament known as "An Act to Incorporate the Coopérative Fédérée de Québec," passed in 1922 and revised in 1930.

This cooperative's shareholders are local agricultural associations. To be eligible for membership in the Federee, each local must subscribe to the following conditions:

It must have at least 25 members, each of whom must have subscribed for not less than \$50 of stock.

Table 1. - Total Sales of Coopérative Fédérée de Québec, 1939-1959

Year	Farm Supplies		Livestock and meats		Dairy, poultry, and other farm products		Total Sales \$1,000
	\$1,000	Percent	\$1,000	Percent	\$1,000	Percent	
1939	4,000	34	3,200	27	4,700	39	11,900
1940	4,800	34	4,000	28	5,200	38	14,000
1941	5,100	29	4,700	26	7,900	45	17,700
1942	5,700	27	4,900	22	11,300	51	21,900
1943	10,100	33	6,300	21	14,000	46	30,400
1944	12,500	32	9,300	24	16,700	44	38,500
1945	12,400	31	8,400	22	18,300	47	39,100
1946	12,100	33	9,300	25	15,600	42	37,000
1947	12,900	31	11,400	27	17,500	42	41,800
1948	14,000	30	15,100	32	18,300	38	47,400
1949	16,000	31	15,200	29	20,600	40	51,800
1950	17,500	33	19,000	36	16,800	31	53,300
1951	19,600	32	22,500	37	18,300	31	60,400
1952	19,100	33	18,800	33	19,500	34	57,400
1953 ^{1/}	15,900	34	12,500	28	17,700	38	46,100
1954	21,100	35	15,400	26	23,600	39	60,100
1955	24,200	32	26,200	36	23,800	32	74,200
1956	28,000	35	26,900	33	26,300	32	81,200
1957	27,200	35	27,100	35	23,700	30	78,000
1958	31,200	33	32,300	34	31,600	33	95,100
1959	37,900	33	45,900	40	31,200	27	115,000

1/ Ten months of operation only.

Each member must have signed a contract with his local to buy or sell a certain volume of goods through it for a period of at least 3 years.

The local must have a contract for at least 3 years with the Federee.

In addition, each local is required to subscribe for common stock in the Federee equal to one-tenth of its ordinary paid-up capital. It is also required to adopt a standard accounting system and to furnish the Federee a monthly operating statement. In addition to the affiliation contract, some 40 local cooperatives have entered into management contracts with the Federee.

Operating Highlights

The Federee operates a diversified and widespread marketing and distribution system to market agricultural products, purchase needed farm supplies, and provide necessary services. Management

appeared capable and efficient in the central office as well as in the several branches visited. The central office, however, was handicapped by crowded and poorly arranged office facilities, but early in 1960 moved into new modern quarters located in the New Metropolitan Central Market in the outskirts of Montreal.

The central association itself operates some dozen branches located at strategic points in the Province. These include the following: three meat packing plants; a complete poultry layout, including a hatchery, candling station, and modern processing plant; four feed mills; a butter and cheese box factory; refrigerated warehouses; a livestock commission sales agency on the Montreal public stockyards; and a licensed grain elevator in Montreal.

It maintains a central warehouse in Montreal for various farm supplies, a garage for the repair of heavy farm ma-



New headquarters office of the La Coopérative Fédérée de Québec located in the Metropolitan Central Produce Market in Montreal.

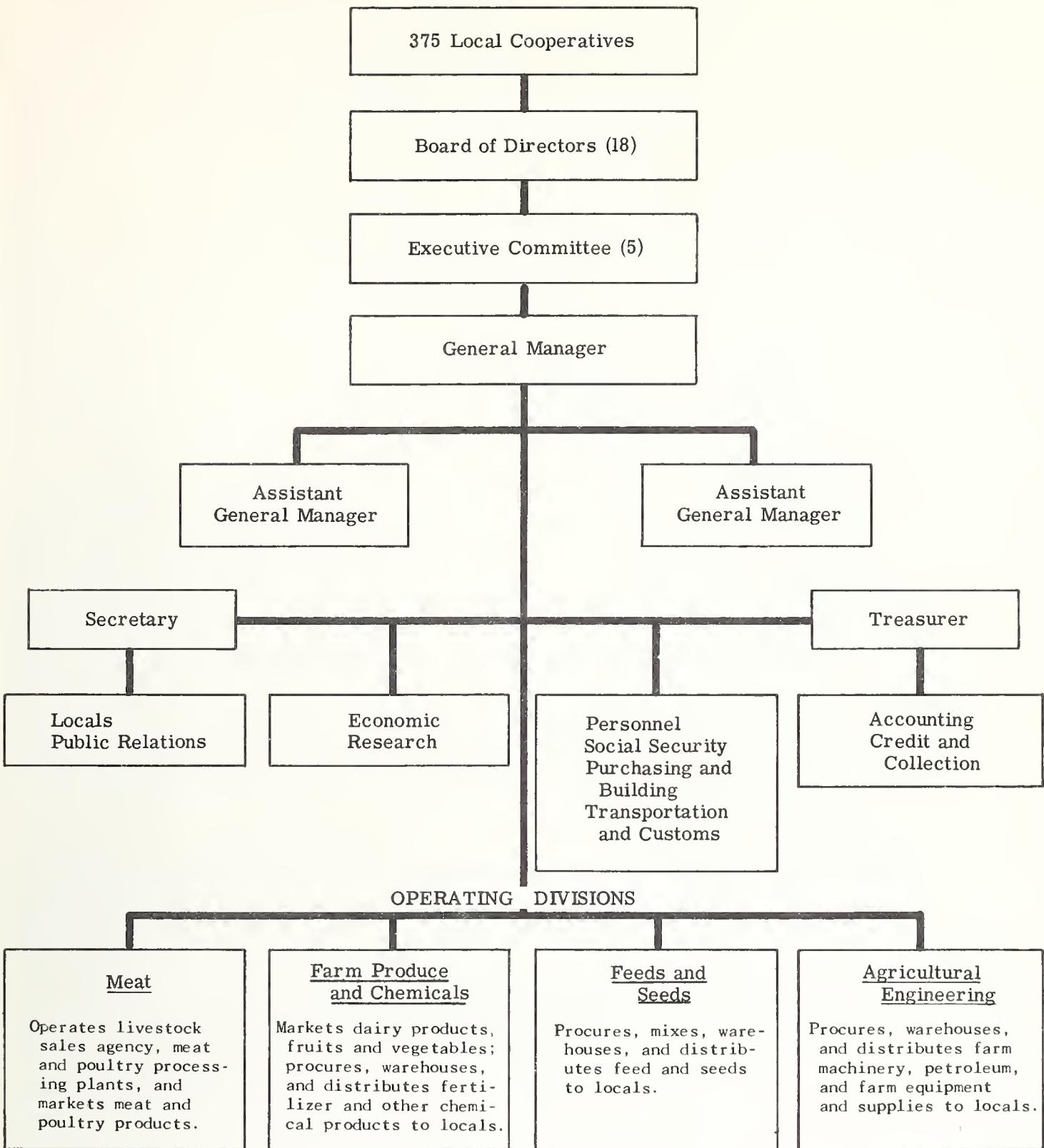
chinery and trucks, and a laboratory designed to analyze mixed feeds. It also maintains five branch warehouses to distribute farm machinery and, starting in 1958, initiated a petroleum distribution

service to 40 local cooperatives. In addition to these operations, the Federee sells butter, cheese, powdered milk, and eggs for many of its local affiliated cooperatives.



Interior view of new Central Farm Supply warehouse adjoining Federee's headquarters office in Montreal.

Organization Setup of Central Fédérée



From 1939 through 1959 the Federee's volume of business showed a steady and substantial growth (table 1). Total volume of sales increased from less than \$12 million in 1939 to \$115 million in 1959. Since the early 1940's, the sale of dairy products had dropped from nearly one-half the total volume of sales to less than one-third. During the same period, sales of livestock and meat products increased from less than one-fourth the total volume of sales to 40 percent. Farm supply sales have averaged about one-third of the total sales throughout the period.

At the close of the fiscal year 1959, this cooperative had total assets of over \$21 million and a net worth of \$5 million. During the 21-year period from 1939 to 1959, its net savings amounted to \$8.8 million. During this same period it returned close to \$7 million to affiliated locals (table 2).

From 1952 through 1958, it had distributed patronage dividends to affiliated cooperatives on the following basis: one-third in cash, one-third in Federee common stock, and one-third in credited patronage dividends. The Federee retains these credited patronage dividends for a 10-year period at an interest rate of 5 percent.

At the annual meeting in February 1960, the bylaws were amended to allow the Federee to issue common or preferred stock in lieu of total or partial payment of patronage dividends. This change makes it possible to repay on a revolving basis the oldest outstanding borrowed patronage dividends and provide the Federee with the necessary funds for expansion.

Patronage dividends are credited to the affiliated cooperative at varying rates as a percentage of sales for individual

Table 2. — *Capital, surplus, net worth, net earnings, and patronage refunds of the Federee, 1939-1959*

Financial year	Capital	Surplus	Net worth	Net earnings before patronage refunds and income tax	Patronage refunds to affiliated co-ops
	Dollars	Dollars	Dollars	Dollars	Dollars
1939	256,970	339,503	596,473	129,806	48,010
1940	229,239	395,622	624,861	115,787	60,403
1941	229,946	447,169	677,115	121,416	78,913
1942	238,883	474,531	713,414	115,293	97,841
1943	255,906	748,759	1,004,665	373,437	272,121
1944	279,499	801,641	1,081,140	369,766	282,342
1945	183,860	889,376	1,073,236	348,667	287,309
1946	202,409	876,549	1,078,958	271,198	205,830
1947	223,927	1,196,715	1,420,642	495,030	393,743
1948	248,053	832,296	1,080,349	88,227	46,761
1949	258,962	1,101,936	1,360,898	242,008	204,306
1950	276,863	1,319,961	1,596,824	230,612	180,687
1951	307,815	1,667,341	1,975,156	468,538	382,171
1952	437,940	1,726,254	2,164,194	481,808	393,808
1953 ^{1/}	570,227	1,731,944	2,302,171	322,484	246,342
1954	646,888	2,120,380	2,767,268	496,978	398,131
1955	888,661	2,291,545	3,180,206	713,265	492,453
1956	1,049,861	2,528,490	3,578,351	813,486	578,859
1957	1,237,145	2,761,675	3,998,820	969,180	771,333
1958	1,499,438	2,739,463	4,238,901	822,730	669,372
1959	1,837,686	3,183,045	5,020,731	1,023,748	831,764

1/ Ten months of operation.

products. For example, 1959 dividends on livestock products were two-thirds of 1 percent of sales, while dividends on

grains and feeds ranged from one-half of 1 percent on whole grains to 8 percent on some other feed products.

Integrated Marketing Operations

Marketing farm products represents over two-thirds of the Federee's volume and consists principally of livestock and meats and dairy and poultry products.

Livestock

From its beginning in 1922 the Federee has operated a livestock commission sales agency in the Montreal public stock yards. The livestock sales agency, like most of those in the United States operating at public markets, has experienced a sharp downward trend in volume of livestock marketed during the past 10 to 15 years. Table 3 shows that the 1959 volume of 44,000 head was about one-third the 1945 volume.

Table 3.—*Volume of livestock sold by Canadian Livestock Cooperative, 1945-59*

Year	Number of head	Value
1945	145,441	\$ 3,457,000
1952	64,464	6,554,000
1953	33,371	3,050,000
1954	36,472	3,262,000
1955	33,471	3,268,000
1956	40,388	2,800,000
1957	30,489	3,457,000
1958	34,981	2,438,000
1959	43,976	3,007,000

Meat Products

At the time of organization in 1922, the Federee also inherited a meat packing plant located in Princeville, a small town about 100 miles southeast of Montreal and 70 miles southwest of Quebec City. This



The Federee has operated this meat processing plant located at Princeville since 1922.



This large meat packing plant, adjacent to the Montreal Public Stock Yards, is one of three operated by the Federee.

plant, while relatively small, has successfully operated since 1922 as a complete slaughtering, processing, curing, and sausage manufacturing business. It provides a livestock trucking service for a territory of about 30 miles in radius around Princeville, and slaughters nearly 50 percent of the livestock produced in the area. Annual slaughter totals about 100,000 head of livestock each year. This plant produces all the commercial sausage for the Federee's three meat processing plants, and averages about 25,000 pounds each week.

The experience gained from the operation of this meat processing plant over the years has been invaluable, and the suc-

cess of this undertaking was partially responsible for the Federee's expanded program in the meat processing field within recent years.

The Federee purchased a small abattoir in Quebec City in 1944, but it did not get into the business on a sizable scale until it bought the large modern Legrade Packing Company in Quebec City in 1954, built a new plant in Montreal in 1957, and acquired the adjoining Eastern Abattoir in 1959.

The Federee has an investment of over \$6 million in these three meat processing facilities. Volume of livestock purchased and meat processed through these three plants is shown in tables 4 and 5.

Table 4.—*Volume of livestock purchased by Federee's three meat processing plants, 1954-59*

Year	Cattle	Calves	Hogs	Sheep and lambs	Total
	Head	Head	Head	Head	Head
1954	5,808	16,990	56,436	4,573	83,807
1955	17,768	40,522	103,390	40,576	202,256
1956	36,867	99,772	172,554	51,398	360,591
1957	40,879	91,605	213,042	46,266	391,792
1958	53,062	103,848	257,543	56,562	471,015
1959	43,070	115,890	397,483	54,565	611,008

The Federee is the second largest meat packer in Quebec Province and the fourth largest in Canada. It is estimated that the three plants slaughter about 30 percent of the livestock produced in the Province. Because of the lack of grain-fed beef cattle in the Province, about 25 percent of the cattle volume is purchased off western markets. Table 5 shows the rapid expansion in volume of meat sold since 1954.

Table 5.—*Volume of sales of meat and meat by-products by Federee, 1954-59*

Year	Volume	Sales	
		Pounds	Dollars
1954	14,260,255	5,105,088	
1955	44,966,623	11,865,715	
1956	93,128,363	22,673,453	
1957	76,242,389	25,468,519	
1958	96,100,000	31,665,810	
1959	145,666,426	45,000,000	

The three meat packing plants, the livestock commission sales agency, and one poultry processing plant are all branches of the meat division and are supervised by an assistant general manager of the Federee.

This division employs 12 full-time field representatives who are trained specialists in animal and poultry husbandry. These men cooperate in educational programs, assist producers with their production and marketing problems, help organize local trucking services, work with local groups in developing feeding contracts for livestock and poultry growers, and assist producers in securing loans through local lending agencies. These men also help build up membership in local associations.

The meat division publishes prices on all grades and weights of cattle, calves, sheep, and lambs each Friday for a week in advance. Hog prices paid on Monday remain good for the balance of the week. Prices paid are the same at all three meat packing plants. All price quotations are based on government carcass grades.

While the Federee's major volume of meat and poultry products goes to chain and independent stores in Montreal and Quebec City, it also distributes a substantial volume to small towns as far east as Gaspe and as far west as Toronto. Moreover, it exports several hundred truckloads of veal calf carcasses each year to the United States, as well as a substantial volume of Canadian bacon and other cured products. Also, it exports cured products to the British West Indies and to several Central American countries.

Poultry and Eggs

In addition to livestock processing, the meat division operates a large modern poultry and egg processing plant at Victoriaville, about 90 miles southeast of Montreal. This plant, purchased in 1956, has a capacity of 2,500 to 3,000 birds an hour. Besides broilers, it processes fowls and turkeys, and candles and packs eggs. It also operates a hatchery with a capacity for about 40,000 chicks.

Much of the Federee's poultry is merchandised through its meat processing plants at Montreal and Quebec under the Legrade brand. Besides this operation, it also distributes poultry for an affiliated plant at Marieville as well as for other cooperatives in the Province. Total volume of processed poultry increased over 140 percent from 1955 to 1959 with total sales reaching \$4.2 million in 1959 (table 6).

Table 6.—*Volume of poultry processed by Cooperative Federee, 1955-59*

Year	Quantity	Total value	
		Million pounds	Million dollars
1955	4.2		1.7
1956	6.4		2.7
1957	9.2		3.1
1958	9.2		2.9
1959	10.3		4.2



This modern poultry plant at Victoriaville, Quebec, processes and freezes broilers, fowls and turkeys, and candies, grades, and packs eggs for hundreds of poultry producers in its trade territory.



View of ice packing operation. Birds are transferred from chilling line to sizer and then to packing table.

The volume of eggs sold by this co-operative nearly doubled during the 6-year period from 1954 to 1959 (table 7).

Table 7.—*Quantity and value of eggs sold by Federee, 1954-59*

Year	Table eggs	Frozen eggs	Total value
	Dozen	Pounds	Dollars
1954	2,602,753	545,335	1,388,914
1955	2,917,820	302,802	1,487,405
1956	3,988,666	471,389	2,263,739
1957	4,241,676	229,918	1,884,077
1958	4,159,601	476,292	1,980,452
1959	4,884,907	1,211,806	2,119,008

The Federee together with the local cooperatives handle about 20 to 25 percent of the poultry and eggs produced in the Province.

Dairy Products

Up until 1955 when this cooperative started expanding its meat processing operations, marketing dairy products was its most important activity. While the production of butter declined slightly from 1954 to 1959, total pounds of cheese and powdered milk showed large increases (table 8).

The Federee and its local cooperatives together market approximately 30 percent of the dairy products produced in Quebec

Province. A substantial part of the volume manufactured by the 203 affiliated locals operating dairies is marketed by these cooperatives themselves, the surplus being marketed by the Federee.

For example, the Granby Cooperative, which operates four plants, is the largest cooperative dairy processor in Canada. It has over 3,200 members. Total sales of this cooperative in 1959 was about \$20 million.

In addition to its dairy manufacturing operations, the Granby Cooperative assembles milk coolers, distributes petroleum products, and operates feed mills, an artificial insemination service, and a hatchery. Its members market their livestock through the Federee's meat packing plants and their poultry through its poultry processing plant at Victoriaville. Recently this cooperative has been active in developing feeding contracts with its members for the production of poultry and hogs.

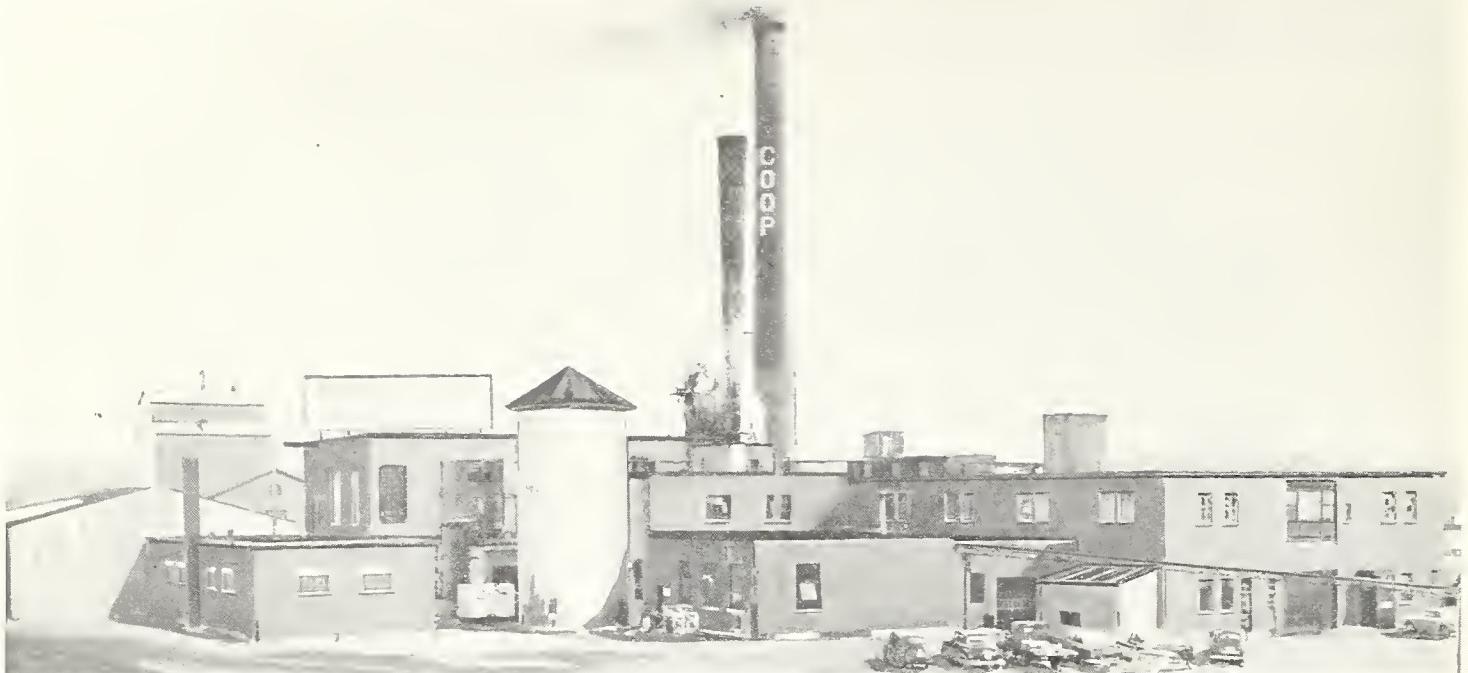
Other Farm Products

In addition to the major products already described, the Federee assists local cooperatives in marketing a limited volume of apples, potatoes, peas, tomatoes, dry beans, and seeds.

In the case of fruits, potatoes, beans, tomatoes, and peas, the Federee acts

Table 8.—*Quantity and value of dairy products sold by Federee, 1954-59*

Year	Butter		Cheese		Powdered milk		Casein		Total sales
	Quantity	Sales	Quantity	Sales	Quantity	Sales	Quantity	Sales	
	1,000 pounds	\$1,000	1,000 pounds	\$1,000	1,000 pounds	\$1,000	1,000 pounds	\$1,000	
1954	30,600	17,800	2,600	700	2,500	163	233	37	18,700
1955	29,300	17,100	2,500	700	3,900	312	191	37	18,149
1956	30,100	17,400	4,600	1,500	3,000	333	136	29	19,262
1957	24,000	14,100	7,500	1,900	6,200	825	8	2	16,827
1958	32,600	20,600	5,100	1,800	12,800	1,571	-	-	23,971
1959	28,700	18,200	9,900	3,400	14,500	1,098	-	-	22,698



One of four dairy processing plants operated by the Granby Cooperative. This regional association is the largest dairy cooperative in Canada.

primarily as a broker for the account of local or regional cooperatives. It markets fresh and frozen strawberries for locals and acts as a broker in the case of canned beans, peas, tomatoes, and tomato

juice. As noted earlier, the Federee, with the locals, markets an estimated 25 percent of the apple and strawberry crops and about 10 percent of the canned beans, peas, tomatoes, and tomato juice.

Integrated Farm Supply Operations

The sale of farm supplies represents about one-third of the Federee's volume and consists principally of grain, mixed feeds, protein concentrates, fertilizer, pesticides, farm machinery, petroleum products, and miscellaneous supplies and equipment.

Grain and Feed

From 1954 to 1959 the sales of grains and protein concentrates increased greatly but declined in mixed feeds (table 9). This may have been due to the fact that many farmers raised or purchased whole grains and had them ground and mixed to their order by local feed mills.

The Federee started its feed and grain service because of the wide discrepancy between prices received by farmers for grain and prices paid for poultry, dairy, and hog feeds. It began in 1934 with a small feed grinding and seed cleaning operation in a rented flour mill located in Saint Rosalie, a small town 35 miles southeast of Montreal. Since the 1940's this service has expanded throughout the entire Province.

It operates feed mills and warehouses at Montreal, Quebec City, Rimouski on the St. Lawrence River, and a small branch at LaSarre in the northwestern corner of the Province. To supplement locally produced oats and mixed grain, these mills

Table 9. — *Volume and value of grains and feed sold by Federee, 1954-59*

Year	Grains in bulk	Grains in bags	Mixed feed	Protein conc.	Total sales
	Million bushels	Million pounds	Million pounds	Million pounds	Million dollars
1954	6.4	103.0	38.5	40.5	14.1
1955	7.4	104.0	30.6	43.1	15.6
1956	8.6	105.0	32.3	47.3	17.2
1957	6.9	106.0	26.7	47.8	14.6
1958	8.3	200.0	29.6	58.2	17.1
1959	9.8	220.0	28.1	65.3	20.4

in 1958 shipped in about 35 million bushels of grain from the western provinces. Because most of this moved by water route, they saved from \$6 to \$7 a ton in freight costs.



Small local feed mill and warehouse in Princeville. Such locals not only distribute feeds and other supplies, but also perform a local custom feed grinding and mixing service for members.

The grain and feed department of the Federee acts both in the capacity of a broker in the sale of grain to local feed mills and as a processor and distributor of finished mixed feeds to some 135 local feed and grinding mills and to 200 local farm supply cooperatives throughout the Province.

This service has proved very successful. During the 5-year period from 1954 to 1958, net savings of this Department

ranged from \$240,000 to \$500,000 a year. While most of the cooperative's facilities are leased, local mills had an average investment of about \$50,000 a plant, or a total of over \$6 million.

Recently the feed department field representatives in cooperation with local cooperatives have been active in developing feeding contracts with poultry and hog producer members. The details of these contracts are discussed later in the section on production contracts.

Farm Machinery

The farm machinery department was established in 1950 to lower the cost of machinery and to supply the kinds needed by farmer members to efficiently operate all sizes of farms. Starting in a small way with an initial investment of about \$300,000 in one warehouse in Montreal, the Federee has expanded its services to include five distribution warehouses located at Montreal, Quebec City, Three Rivers, Rimouski, and LaSarre. From these five points the cooperative distributes farm machinery to 120 local cooperatives and dealers who serve about 20,000 farmers.

The Federee has an investment of about \$4.5 million -- of which \$300,000 is in buildings, \$400,000 in equipment, and the balance in inventories.

Sales of farm machinery have shown substantial increases each year, with the



The Federee distributes a complete line of tractors, trucks, and farm equipment to approximately 20,000 farmers in the Province.

1959 sales of \$5.1 million, over 5 times that of 1954 (table 10). It is estimated that this cooperative is serving about 20 percent of the market potential in the Province.

The Federee handles a complete line of tractors, trucks, and power equipment. It also operates a farm machinery repair service. It employs a staff of well-trained, experienced salesmen and technicians who render prompt and efficient service.

It also helps farmers work out financing arrangements with local banks for the purchase of farm machinery, and as a

Table 10.—*Value of farm machinery sold by Federee, 1954-59*

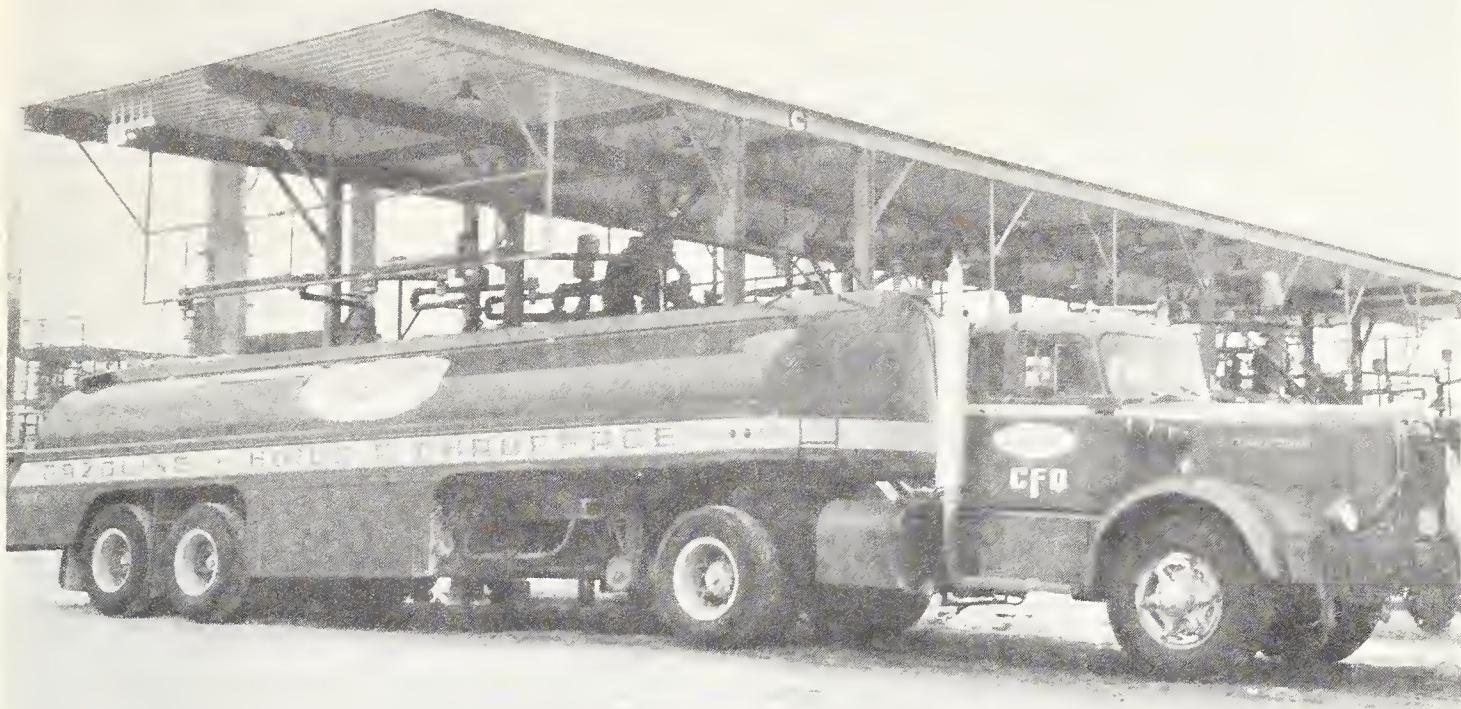
Year	Value	Dollars
1954	1,000,000	
1955	2,000,000	
1956	3,000,000	
1957	4,000,000	
1958	4,800,000	
1959	5,100,000	

rule this cooperative does not extend credit for more than 60 days. It sells machinery on a competitive basis, with net savings realized of between 4 and 5 percent of sales.

Petroleum Products and Other Farm Supplies

The Federee has been engaged in distributing petroleum products only since 1958. In 1959, 40 of its local cooperatives obtained petroleum products through the Federee. Estimated sales for 1959 were about \$6 million. Local cooperatives finance the construction of facilities which cost from \$12,000 to \$15,000 each. Since mechanization of farms in the Province is expanding rapidly, the petroleum department should continue to experience substantial increases in volume.

Sales of additional farm supplies, such as fertilizer, seeds, pesticides, and miscellaneous supplies and equipment have shown a moderate increase during the past 5 years with sales ranging from \$6 million to \$7 million.



The Federee operates a fleet of large, over-the-road oil trucks to distribute petroleum products to 40 local cooperatives.

Farm Services

In addition to the various marketing and farm supply operations, this cooperative also carries on a number of additional services for its affiliated cooperatives and their members. One of these is low-cost group life insurance for members and employees and their families. In February 1960, over 15,000 members and employees were insured for more than \$21 million.

It also assists local cooperatives and their members in production and quality improvement programs, financing, management, and weed spraying services. It also provides reliable current market

information and helps organize local trucking services.

The Federee and its affiliated cooperatives with their already well-established feed, livestock, poultry, and dairy processing, and marketing facilities have the necessary tools to carry out an efficient integrated program for their farmer members.

Another important factor contributing to its success in expanding and integrating its operations has been the development and use of contractual arrangements between members and their local cooperatives and between locals and the Federee.

Types of Contracts

The most important recent activity of the Federee deals with the problems of vertical integration as they relate to contract production and feeding. The trend toward contract feeding on the part of poultry and hog producers has not been as extensive in Quebec Province as in Ontario or in the United States; however, contract feeding is expanding quite rapidly. The Federee and its affiliated local cooperatives have been active in working out contract programs.

In Ontario about 33 percent of the hogs, 85 percent of the turkeys, and 90 percent of the broilers were reported to be financed by feed mills and meat processors.

In Quebec Province there was little accurate information available as to extent of contract feeding of broilers, the best estimate being about 75 to 85 percent of the production. About half the broilers produced in the Province in 1959 were processed by cooperatives. The minimum number of broilers per contract with the cooperatives was reported to be 5,000, but an operation of 20,000 to 25,000 head was considered to be most desirable.

In the summer of 1959 the Federee reported only about 20 egg producers with a total of 150,000 layers under production contracts. The number of producers having hog production contracts with cooperatives was estimated at about 800.

Production Contracts

The basic provisions of three kinds of production contracts -- hog, poultry, and eggs -- are discussed here.

Hog Production Contracts

The hog production contract is offered by the Federee to its affiliated cooperatives and their members. Each member

is required to be an accredited member of the swine cooperative association (S.C.A.). Under this contract the member agrees to:

1. Produce yearly a certain number of breeding hogs, pigs, and slaughter hogs.
2. Accept the rules of the "Cooperative Hog Production Plan" of the S.C.A.
3. Be responsible to the local cooperative for any damage resulting from negligence to fulfill conditions of contract.
4. Enter into the contract for a designated period of years, which is automatically renewed unless a written notice is given 6 months ahead of time by either of the contracting parties.

The rules of the hog production contract fall in three categories as follows: Rule 1, production of breeding hogs; Rule 2, production of pigs; and Rule 3, production of market hogs.

Under Rule 1, production of breeding hogs, the producer agrees to:

1. Become a member of a Purebred Swine Breeders Association.
2. Sell no breeding hogs. Such hogs must be disposed of by the S.C.A. to other contracting members.
3. Obtain grains, feeds, and supplements and other available services from local S.C.A.
4. Allow officers of S.C.A. or Federee and representatives of Provincial or Federal Departments of Agriculture to inspect buildings, and accept their advice in regard to management.

5. Conform to provisions concerning the advanced registry for swine and all other provincial rulings.

6. Accept financing of S.C.A., if financing is needed.

7. Supply proof that his herd is free from contagious diseases.

8. Consign all hogs, not suitable for breeding, through S.C.A. to an abattoir of the Cooperative Federee for slaughter.

Under Rule 2, the production of pigs, the pig producer becomes eligible for membership if he agrees to:

1. Accept qualified sows and boars exclusively supplied by the S.C.A.

2. Obtain grains, feeds, supplements, and other available services from S.C.A.

3. Allow officers of the S.C.A. or the Federee and representatives of the Federal and Provincial Departments of Agriculture to inspect buildings and to advise him on management operations and other matters.

4. Sell no pigs, but must have them distributed by the S.C.A. to other members who have signed contracts to fatten pigs for market.

5. Contract with S.C.A. to deliver all pigs at age of 6 to 8 weeks.

6. Wean pigs according to instructions supplied by S.C.A., the Federee, and technicians of Federal and Provincial Departments of Agriculture.

7. Produce pigs whose average per head weight is no greater than 30 pounds, with a minimum of 20 pounds and a maximum of 35 pounds per head.

8. Accept the following pricing arrangements:

a. On delivery the S.C.A. will charge finishers for the account of pig producers 36 cents a pound for each pig weighing up to 35 pounds. For pigs weighing in excess of 35 pounds the price charged will be 26 cents a pound. (The 36 cents price for pigs is equivalent to a basic price of 26 cents a pound Grade A for market hogs.)

b. If price of market hogs is lower than basic market price of 26 cents per pound, the price of pigs will be reduced 75 cents per unit for each cent under the basic price.

c. Final price of pigs is determined at time of marketing finished hogs as follows:

(1) Finisher pays producer of pigs, through S.C.A., 75 cents per head for each cent above basic market price per pound.

(2) Pig producer pays finisher 75 cents per head for each cent below basic market price per pound as published by the Cooperative Federee.

9. Accept financing plan of S.C.A., if financing is needed.

10. Supply proof that his herd is free from contagious diseases.

11. Consign undesirable breeding hogs for slaughter through S.C.A. to an abattoir operated by the Federee. In case of exchange of breeding stock, S.C.A. assumes that responsibility.

Under Rule 3, production of market hogs, the producer becomes eligible if he agrees to:

1. Own qualified breeding stock accepted by S.C.A. or accept pigs produced by members under contract to S.C.A.

2. Pay for pigs according to Rule 2-8.

3. Purchase grains, feeds, supplements, and all available services from S.C.A.

4. Allow officers and representatives of S.C.A., Federee, and Federal and Provincial Departments of Agriculture to inspect buildings and to advise him on management operations and other matters.

5. Accept financing plan of S.C.A., if financing is needed.

6. Consign hogs, when they reach market weight, through S.C.A. to an abattoir of the Federee.

7. Be responsible to the pig producer for number of hogs received, in case of loss due to sickness, mortality, or any other cause.

Poultry Production Contract

This contract is made between the producer and the hatchery, feed miller, and processor. In this contract the producer member agrees to:

1. Buy baby chicks through the Federee and their designated hatcheries, feed mills, and processors.

2. Deliver all birds to a designated processor under conditions outlined as follows:

a. Contractor agrees to accept all chickens of good quality at a weight of 3 1/2 pounds live weight at the market price. (If weight is less than 3 1/2 pounds, a reduction of 1/2 cent a pound live weight is made.)

b. When market price is less than 19 cents a live pound, the contractor will reimburse the producer at the market price plus an allowance equal to the difference between 19 cents and the market price, but the advance shall not exceed 3 cents per live pound.

Examples:

(1) If market price is 18 cents, the contractor will remit 19 cents.

(2) If market price is 17 cents, the contractor will remit 19 cents.

(3) If market price is 16 cents, the contractor will remit 19 cents.

(4) If market price is 15 cents, the contractor will remit 18 cents.

c. The advance up to a maximum of 3¢ per pound will be paid in equal parts by the hatchery, feed miller, and the processor.

d. If the price of live poultry exceeds 22 cents, the contractor will retain half of the excess up to a maximum of 2 cents per live pound.

Examples:

(1) If market price is 22 1/2 cents, producer receives 22 1/4 cents.

(2) If market price is 24 1/2 cents, producer receives 23 1/4 cents.

(3) If market price is 27 1/2 cents, producer receives 25 1/2 cents.

e. Any retain over that paid to the producer shall be put in a reserve for the account of the hatchery, feed miller, and processor.

Egg Production Contract

This contract is made between the farmer, the local cooperative, and the Federee. Principal provisions of this contract are as follows:

1. Federee agrees to:

a. Supply technical advisers to assist farmers with construction of build-

ings, management, feeding programs, and execution of short term financing contract.

b. Supply farmer with baby chicks or pullets according to his needs for a period not to exceed 24 months from date of first delivery of chicks or pullets.

c. Deliver at the farm chicks or pullets and collect eggs and hens.

d. Accept entire production contracted with farmer.

e. Remit payments through local cooperative for products received.

f. Pay 4 cents a dozen under wholesale market price for large and extra large Grade A eggs, 5 cents a dozen under wholesale market price for Grade A medium eggs and small eggs, 8 cents less than wholesale market price for Grade B and C and cracked eggs.

2. Local cooperative agrees to:

a. Assist Federee in technical services supplied to farmer.

b. Supply farmer with feeds and poultry accessories for period not exceeding 24 months from date of first delivery of chicks and pullets.

c. Supply feeds manufactured according to standards established by the Federee and sold at a uniform price in a given zone.

d. Organize a short term credit plan as proposed by the Federee for eligible borrowers.

3. Farmer member agrees to:

a. Raise breed of birds recommended by the Federee.

b. Commence breeding at the date specified by the Federee.

c. Raise the number of birds agreed upon with Federee representative.

d. Accept delivery of agreed number of chicks or pullets at date fixed by the Federee.

e. Accept instructions and advice given by technicians of local cooperative or Federee.

f. Deliver entire production of eggs and poultry to the Federee at fixed dates.

g. Purchase feeds and poultry accessories from the local cooperative.

h. Take all reasonable and necessary precautions in production.

i. Allow the Federee or the local cooperative at any time and at a reasonable hour to enter the premises in order to check up on the conditions of production.

Additional conditions attached to the egg and poultry contracts are:

1. Local cooperative or Federee will not be responsible for nondelivery of feeds due to strikes, fire, accidents, or other causes beyond their control. In any case, no claim will be possible for non-delivery unless the farmer makes a claim in writing to the local cooperative or the Federee.

2. Feeds and other products delivered are not guaranteed as to their feeding results. If the farmer is dissatisfied with quality or condition of feeds, he should immediately notify local or Federee in writing and allow a representative of the local or Federee to examine supplies and birds and to carry out an inquiry regarding the claim.

3. If the farmer fails to fulfill the obligations of his contract, he agrees to pay to the local or the Federee damages

equal to 30 percent of the value of goods bought outside or of his undelivered poultry products.

4. If the farmer fails to deliver his eggs and poultry within 48 hours of written demand by the Federee, the latter will be entitled without further notice to enter, by force if necessary, the premises and take possession as owner. The Federee will market the merchandise at the best price possible.

5. In case of insolvency or bankruptcy, or death, any unpaid balance will become automatically due, and the local or Federee is empowered to cancel present agreements or contracts.

6. Terms and conditions of this agreement can be changed, deleted, and extended in any manner by further agreements duly subscribed in writing by both parties.

7. This Agreement will be automatically renewed for the same length of time as the previous contract unless one of the parties sends to each of the two others a written notice indicating his intention to terminate the contract at date of expiration. This notice shall be given 6 months before expiration of agreement.

Other Types of Contracts

In addition to these specialized hog and poultry and egg production contracts, the Federee and its affiliated cooperatives have developed and used four other types of contracts -- two between the individual member and his local cooperative and two between the local and the Federee.

This has resulted in strengthening both organization and membership support and has enabled the Federee to aggressively expand its facilities and services to meet present-day marketing problems. The four types of contracts are: Purchase and sales contract, sales

and financing contract, affiliation contract, and management contract.

Purchase and Sales Contract

This contract is between the producer member and local cooperative. The provisions of this contract are:

1. Producer agrees for a definite period to buy his farm supplies from and deliver his entire production of farm products (less the amount needed for his personal use) to his local cooperative.

2. Local agrees to provide producer with farm supplies at a uniform price and to distribute the surplus between cost and sale price to him after deducting all costs of administration.

3. Local agrees to accept products of the producer for sale, under conditions of packing and grading determined by management. An initial payment is made as soon as possible after delivery and the balance at the expiration of the pool period, after deduction of all costs of administration.

4. Local reserves the right to refuse any product because of its quality or any other valid reason.

5. In case producer does not fulfill obligations of his contract, he pledges to pay as damages 30 percent of value of merchandise bought outside the Federee or 30 percent of the value of goods he failed to deliver for sale.

6. Producer is obligated to furnish cooperative on request information concerning the nature and quantity of merchandise which he plans to purchase, and information as to probable output of his production.

7. Producer authorizes local cooperative to pledge, in normal course of its operations, products he delivers to it.

8. Contract is renewed automatically unless one of the parties gives written notice to terminate contract 1 month before date of expiration.

Sales and Financing Contract

This contract is between the producer-member and the local cooperative. Because a type of short term production credit similar to that furnished to farmers by the Farm Credit System in the United States is not available through Federal or Provincial agencies in Canada, the Federee, together with its affiliated cooperatives, has developed a program designed to supply producers such credit largely through local banks and credit unions.

The principal provisions of this contract are:

1. Local undertakes to furnish producer with a stipulated number of broiler or feeder livestock, chickens, and turkeys for a designated period of time, and to furnish feeds, fertilizer, and other merchandise up to a designated amount.

2. Producer agrees to buy exclusively from local all needed farm supplies.

3. Producer agrees to deliver all animals and poultry for purpose of slaughtering at time designated by local to Federated slaughterhouses.

4. A penalty is placed on the member for noncompliance, as follows:

a. If producer fails to deliver livestock or poultry within 48 hours of written request by cooperative, the cooperative can take possession and dispose of them at public or private sale and remit proceeds to producer after deduction for payment of principal, interest, and 10 percent for administrative costs.

b. If producer sells all or any part of animals, without written consent of co-

operative, the entire note becomes payable immediately, including an additional indemnification in favor of the cooperative of a stipulated amount for each animal, chicken, or turkey sold.

c. As an additional guarantee, the producer authorizes the local to retain returns from sale of milk or other livestock or poultry products until amount of total debt is liquidated.

5. If local deems it necessary, it shall have the right to insure products covered by loan and to charge premiums to the producer.

6. Local reserves the right to enter premises at any time for purpose of examining animals and poultry.

Affiliation Contract

This contract is between the local and the Federee. The principal provisions of this contract are as follows:

1. Local agrees to subscribe to the Federee the value of one-tenth of its common shares at date of agreement plus one-tenth of any shares subsequently subscribed.

2. Local agrees to buy certain stipulated merchandise from the Federee for a period of ____ years.

3. Local agrees to consign and deliver to Federee, at time and place designated, certain enumerated farm products for a period of ____ years.

4. Local agrees to provide the Federee with information concerning the state of its operations, its probable requirements of merchandise, and approximate quantity of products it will have for sale.

5. The Federee agrees to accept and sell the products enumerated by the local, the packing and grading of which is done

under directions specified by the management. The initial advance, fixed by the management, shall be made as soon as possible after delivery. The balance, after deduction of all expenses, shall be made at the expiration of specified pool period. The Federee reserves its right to refuse any product not considered suitable.

6. Local agrees to pay to the Federee damages of 30 percent of value of merchandise bought outside of Federee or 30 percent of value of products not delivered.

7. Federee shall have right to use funds obtained from sale of products to cover all sums local owes it.

8. Local authorizes Federee to pledge in normal course of operations products which have been delivered to it.

9. Contract is renewed automatically for period of specified length, unless written notice is given by one party or the other at least 30 days prior to its expiration.

Management Contract

This contract is between the Federee and the local cooperative. Its principal provisions are:

1. The local agrees to:

a. Name the Federee as its manager.

b. Pay to the Federee a sum of money equivalent to the salary, travel expenses, and other social benefits (pension funds, insurance, etc.) of a manager-delegate from the Federee.

2. The Federee agrees to:

a. Designate, supervise, and direct the local manager who will be an employee of the Federee.

b. Put into practice the most efficient methods of operation in the administration of the local.

c. Consult the local management office in regard to appointing or replacing the manager-delegate.

3. Local management maintains its autonomy and continues to enjoy all its prerogatives and to assume the functions provided for by law and by the regulations.

4. Either party can end this contract by a written notice of 30 days.

Other FCS Publications Available

Integrated and Related Operations - Central Carolina Farmers Exchange, General Report 44. Martin A. Abrahamsen and Russell C. Engberg.

United Cooperative Farmers, Inc. - A Study in Economic Integration, General Report 45. John M. Bailey and Russell C. Engberg.

Integrated Petroleum Operations Through Farmer Cooperatives, 1950 and 1957, General Report 58. Anne L. Gessner and J. Warren Mather.

Integrated Operations... Hamilton Farm Bureau Cooperative, General Report 61. Martin A. Abrahamsen.

Cooperatives and Agricultural Integration, Reprint 150, News for Farmer Cooperatives.

Farmer Cooperatives in the United States, FCS Bulletin 1.

Organizing a Farmer Cooperative, FCS Circular 18.

Statistics of Farmer Cooperatives, 1956-1957, General Report 60. Anne L. Gessner.

Pendleton Grain Growers . . . An Integrated Cooperative, General Report 79. Beryle Stanton.

A copy of these publications may be obtained upon request while a supply is available from --

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